Capitalize on the unexpected.
The #Uncertainty project.

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The HUME.works Stress Test: Identify, Secure and Scale Value

HUME.works has developed a revolutionary algorithm. A decade in the making, the algorithm tracks how a story moves through human networks, simultaneously revealing the intensity and movements of the emotions as the stories progress through the networks. The system generates 'three threes': a nine-fold matrix of plain text intelligence, actual media (storytelling frameworks) and strategic options.

>> How can it be used to **evaluate a fast-moving topic** where the media, cultural and political landscape is rapidly evolving?

>> Would the process primarily provide benefits in **evaluating internal or external dynamics?**
>> Would we be able to **clearly derive strategic value?**
>> If so, **how would we apply that revealed strategy to scale value** in the relevant human networks (team, stakeholder, audience/market)?

Consumer Uncertainty

What did we learn? What did we share?
In order to complete this stress test, HUME.works evaluated **Consumer Uncertainty from the beginning of the COVID pandemic.** The goals of this project included testing and demonstrating how the HUME.works process:

>> Helps to define a **strategic lens** through which the system defines a topic and aligns it to the goals and perspectives of the sponsor organization.

>> Maps **internal team alignment**, defines areas of opportunity internally, and identifies possible team assignments during specific strategic development phases.

>> Identifies gaps and alignment with **key project stakeholders.**

>> Evaluates the **media landscape** on an ongoing basis and identifies emerging trends and values.

>> Provides a 'workbench' for **strategic brainstorming, media, brand and communication development.**

We have all personally experienced the uncertainty of the past year. Not surprisingly, we subjectively expect that on the specific topic of Consumer Uncertainty the following dimensions might emerge:

>> How the dynamics around uncertainty changed through the pandemic

>> The emotions and values that emerged as the contours of the pandemic changed

>> Possible inter-relations between uncertainty and other macro trends in economics, politics and culture.

The HUME.works Process

HUME.works has developed a revolutionary algorithm that is focused on identifying, securing and scaling value. The process includes several phases.

>> **Phase One: Establish Strategic Lens**
Project sponsor completes a diagnostic. HUME.works Concierge applies an algorithm to the diagnostic outcomes in order to identify a strategic lens.

>> **Phase Two: Team and Stakeholder Alignment**
Team members and other stakeholders (internal and external) take a diagnostic. This is, again, assessed via the HUME.works algorithm.

Decision Point: Re-Alignment?
Often, the alignment process identifies new opportunities. Perhaps the team isn't aligned around the strategic theme or new definitions emerge.

>> **Phase Three: Storyworld Episodes**
Using the strategic lens, a proprietary search algorithm is used to identify key media articles. It's critical to understand that these articles are selected based on their likelihood of providing emergent strategic value to the organization.
Each episode provides a checkpoint for taking strategic or tactical actions—or not.

>> **Phase Four: Phase Alignment**
When the organization is ready to shift into a new action phase the storyworld is 'realigned' to this new phase.

>> **Phase Five: Lens Alignment**
At some point, the organization may choose to move to the next phase. For example, post-pandemic, the topic may shift from Consumer Uncertainty to Consumer Values.

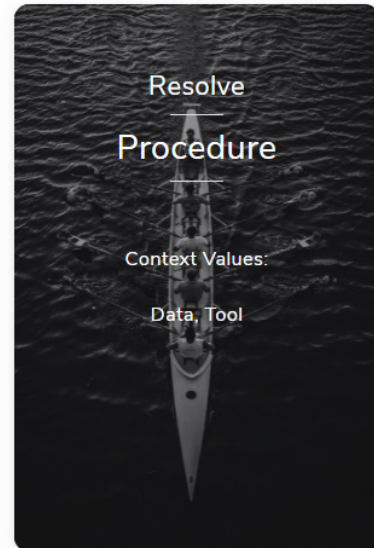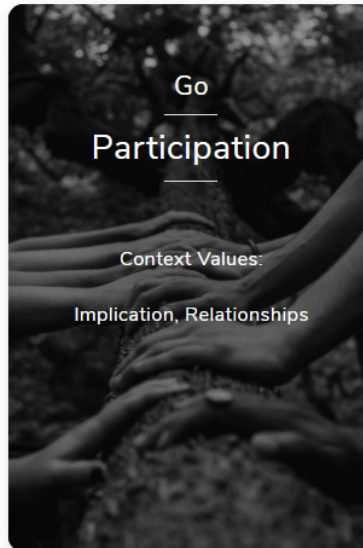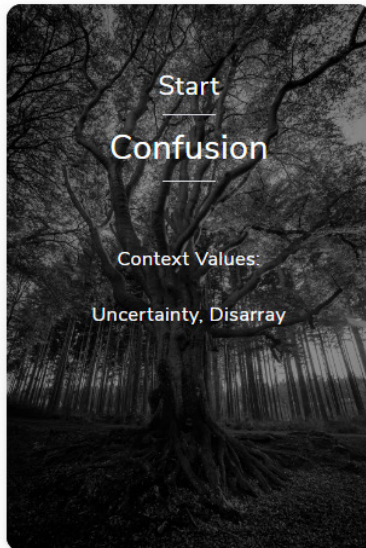# Phase One: Establish Strategic Lens

The process began with the project sponsor/lead responding to the HUME.works diagnostic (questionnaire) form. The new responses to this form were processed revealing the hidden articulations of emotion, trust and belief, mapped against the progress of the stories, demarcated as START, GO and RESOLVE phases.

The values found in these phases are the drivers of the story and the actions they incite. For the HUME.works project sponsor, these were the headlines:

Project Headlines

We think of the story for this topic in three phases: our START point, where we expect it to GO and our goal for how it might RESOLVE. Based on a survey of the project sponsor, Hume.works identified headlines and emotional hooks for each phase:

Start	Go	Resolve
Confusion	Participation	Procedure
Context Values:	Context Values:	Context Values:
Uncertainty, Disarray	Implication, Relationships	Data, Tool

Creating the Project's Strategic Lens

The strategic lens gives an organization or team a concise understanding of the current beliefs and goals related to #Uncertainty.

>> We're starting from a place of CONFUSION
>> We believe that PARTICIPATION is going to be a key driver as consumers move on
>> We think that the 'story' of consumer uncertainty will end with PROCEDURE

These succinct headlines are created by the HUME.works algorithm.

With this strategic lens, we can now figure out whether our team is aligned, whether stakeholders have a different viewpoint, and can track how close or far we are from how things are actually unfolding.

This process is purpose built to kill assumptions: HUME.works discerns emerging human connections via language and emotional values hidden in the shared stories we compute.

Strategic Findings

We were able to validate that the Strategic Lens phase provides a powerful rubric. The Hume algorithm produces a strategic road map which is created simply by answering a few questions in plain English (and in only a few minutes). The value for an organization is that it provides a simple and clear understanding which can be used to communicate with stakeholders.

This strategic roadmap defines and details an emergent (evolving) understanding of next steps for communicating far more effectively with stakeholders and generates iterative strategic options for scaling value in targeted networks. (Think: supply chains, media outreach, product/market fit, machine learning algorithm design.)
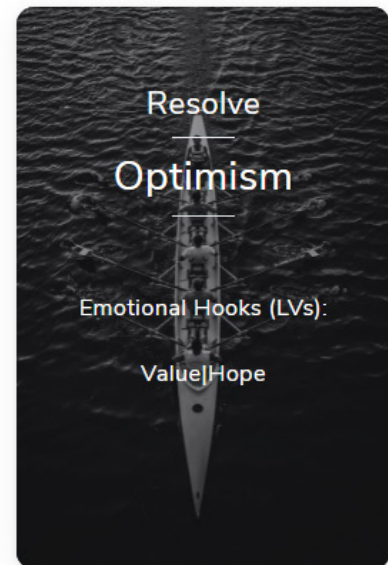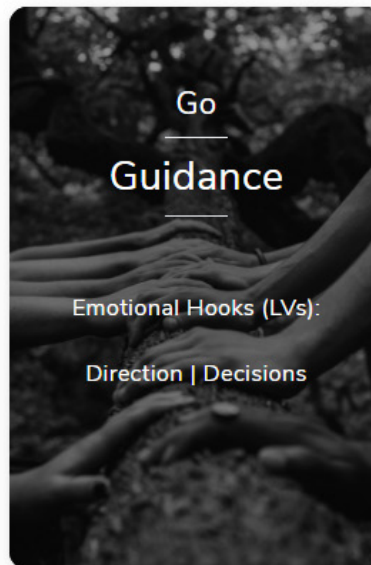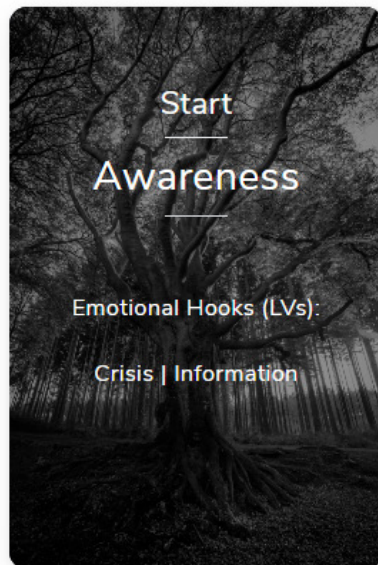
Phase Two: Team and Stakeholder Alignment

With an understanding of the organization's strategic lens, we then conducted the same survey with team members and stakeholders.
First, each participant responded to the diagnostic, creating a unique persona: an open profile of each individual's story-based disclosures. These responses were processed to reveal the hidden articulations of emotion, trust and belief against each individual's story progression.

Akino Mcleish's Headlines

This team member completed a survey on the project topic. These are the 'headlines' for how they view the topic:

Start

Awareness

Emotional Hooks (LVs):

Crisis | Information

Go

Guidance

Emotional Hooks (LVs):

Direction | Decisions

Resolve

Optimism

Emotional Hooks (LVs):

Value|Hope

This particular team member's headlines slightly vary from project headlines when comparing their narrative to team values around the topic of consumer uncertainty.
They believe the instigation isn't CONFUSION but AWARENESS. AWARENESS informs the conflict around GUIDANCE, shaping how the respondent chooses to form their own decisions between the polarities of AWARENESS and CONFUSION. In other words, a sort of 'fingerprint' for the adjacent possible of an individual's decision-making process indicating a vital understanding of which team member might do what best in responding to uncertainty.

SEO Keywords and Glossary of Terms

#uncertainty
emergence
LIOC=Leading Indicators Of Change
transformation
small_data
change_management
culture_change
team alignment
emotional_drivers
cultural_drivers

network *(weak, strong)
trust
teachable_moment
negative_template
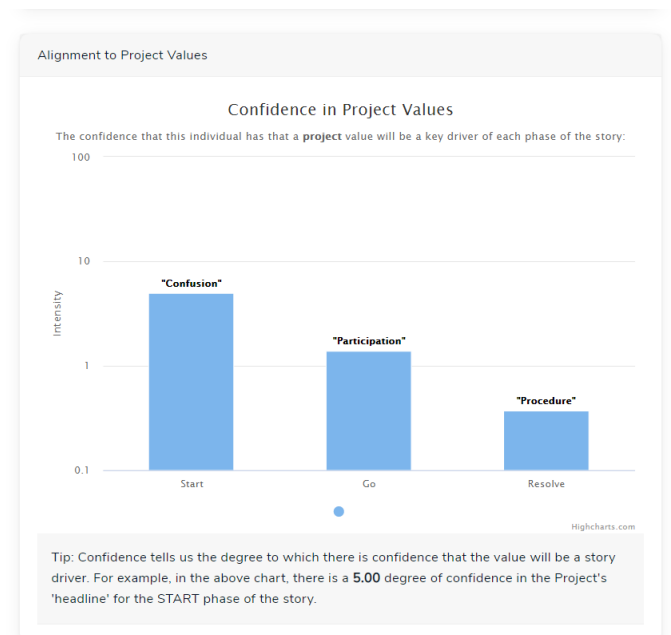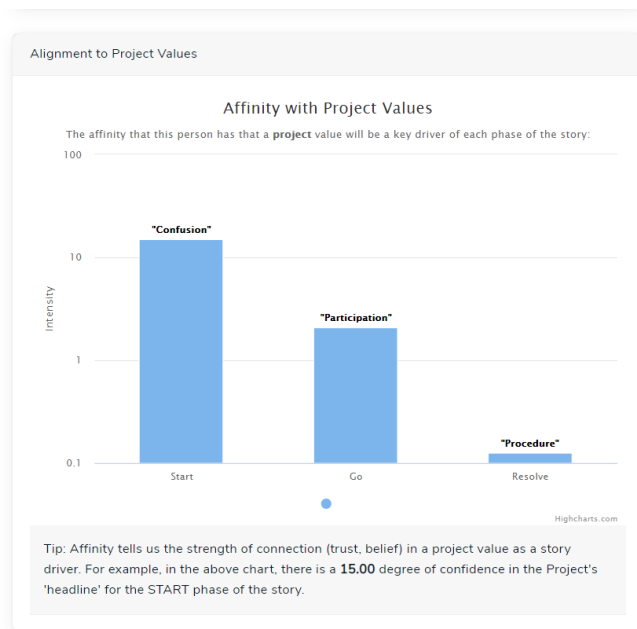
Individual Team Member Alignment

This graph details the individual's affinity (emotional distance) and confidence (social distance) in relation to project values. Affinity and confidence values are determined by the proprietary HUME.works trust equation.

These results show that this particular team member has moderate confidence that CONFUSION is the Instigator. He's less confident that PARTICIPATION is the conflict. And he's even less confident than his team mates that PROCEDURE is the solution.

The second graph shows the same team member's affinity to the project values in relation to story progression—how the story evolves.

In this case, this individual has a high affinity to the value of CONFUSION: CONFUSION plays a significant role in their day-today lives. The moderate affinity to PARTICIPATION shows it plays a relatively neutral level of importance to their lives. And the low affinity to the value of PROCEDURE reflects its of low significance to their lived experience.

Because the meta-narrative is in their own words, drawn from their own storytelling responses to the diagnostic, people instantly see their own stories

as at once shareable and insightful. They are being 'seen and heard'.

When your team completes their persona, we create an aggregate view of what they expect from the Storyworld. This view helps us to identify alignment issues and helps shape how we will help you help your team co-create with us and your end audience.

Strategic Findings

Because the meta-narrative HUME.works revealed is in the participants own words, drawn from their own storytelling responses to the diagnostic, people instantly see their own stories as at once shareable and insightful.
Again, they are being 'seen and heard'.

And they learn—and share—from their own stories, a recursive (cyclical) process that reinforces the HUME.works experience, critical thinking and the sharing ('scaling') of 'teachable moments'.

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Comparative Team and Stakeholder Alignment

While there is value around individual team alignment profiles, we discovered a significant opportunity when these results were compared. For example, the HUME.works algorithms measure levels of confidence amongst team members and stakeholders. When we compared results across these groups, these were the results: Affinity, on the other hand, helps to measure both confidence and alignment/trust. For example, in this chart you can see team members with a very

high affinity for the "GO" phase and others with a very low affinity for the RESOLVE phase.

What does this mean? In this particular context, it allowed the team to identify who would play a "starring role" at different phases. At the beginning of a strategic initiative, there are some team members with a high affinity while other team members play a more critical role in the roll-out/ resolution phase.
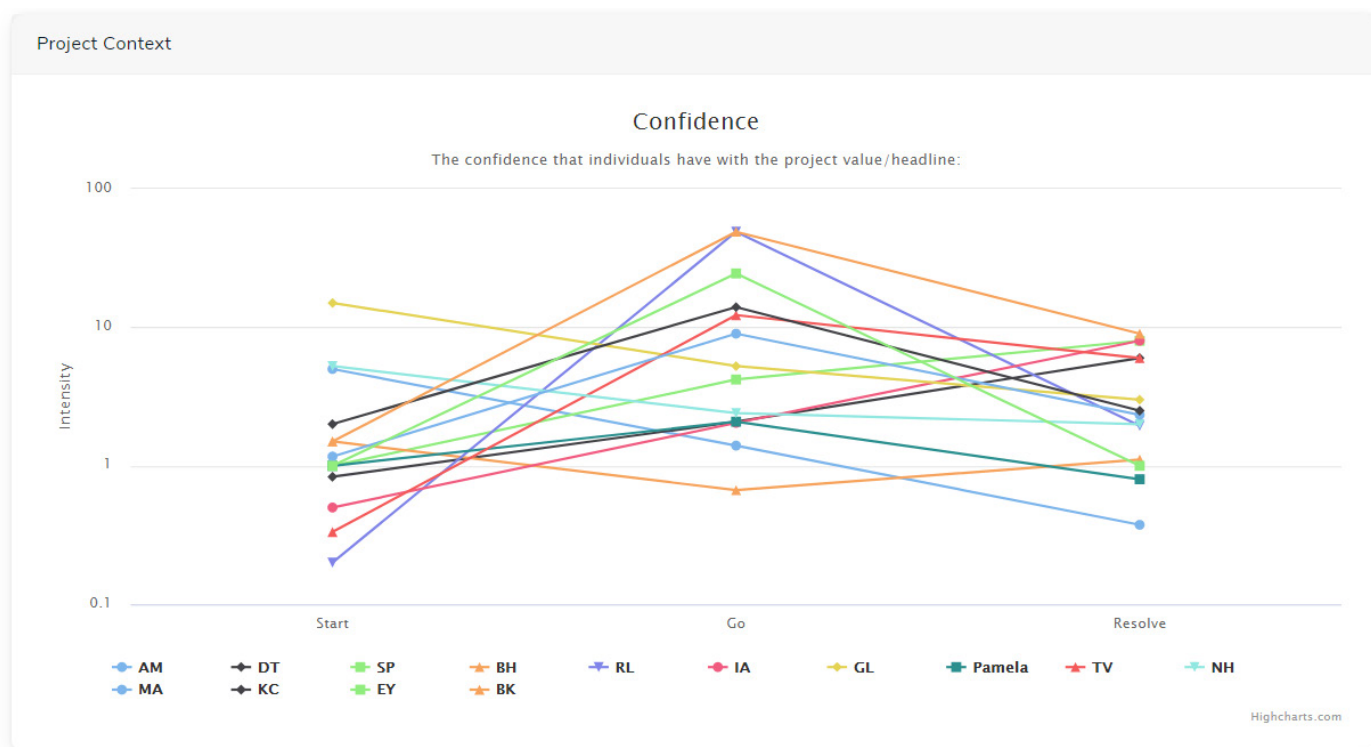
When reviewing this graph as a team, we were able to identify team members who did not have confidence in PARTICIPATION as a "go phase", or, conversely, who had high confidence in PROCEDURE as a resolution of uncertainty.

In this particular context, these differentials allowed the team to have an open discussion about the value and confidence in PROCEDURE as a way to deal with uncertainty.
It created a strategic opportunity to think through, as an organization, different ways that we could deal with uncertainty or how to build greater

confidence in procedures amongst ourselves and to:

>> Assign tasks to those best aligned.
>> Isolate communication deficits.
>> Share emergent learnings ('teachable moments') actionably.
>> Collaborate around a shared, transparent strategy.

Subject to continuing testing, we believe this learning has profound implications for human capital creation.

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Strategic Findings

Originally, the strategic lens was considered a 'start-up' phase. But we discovered that there was deep strategic value in this process.
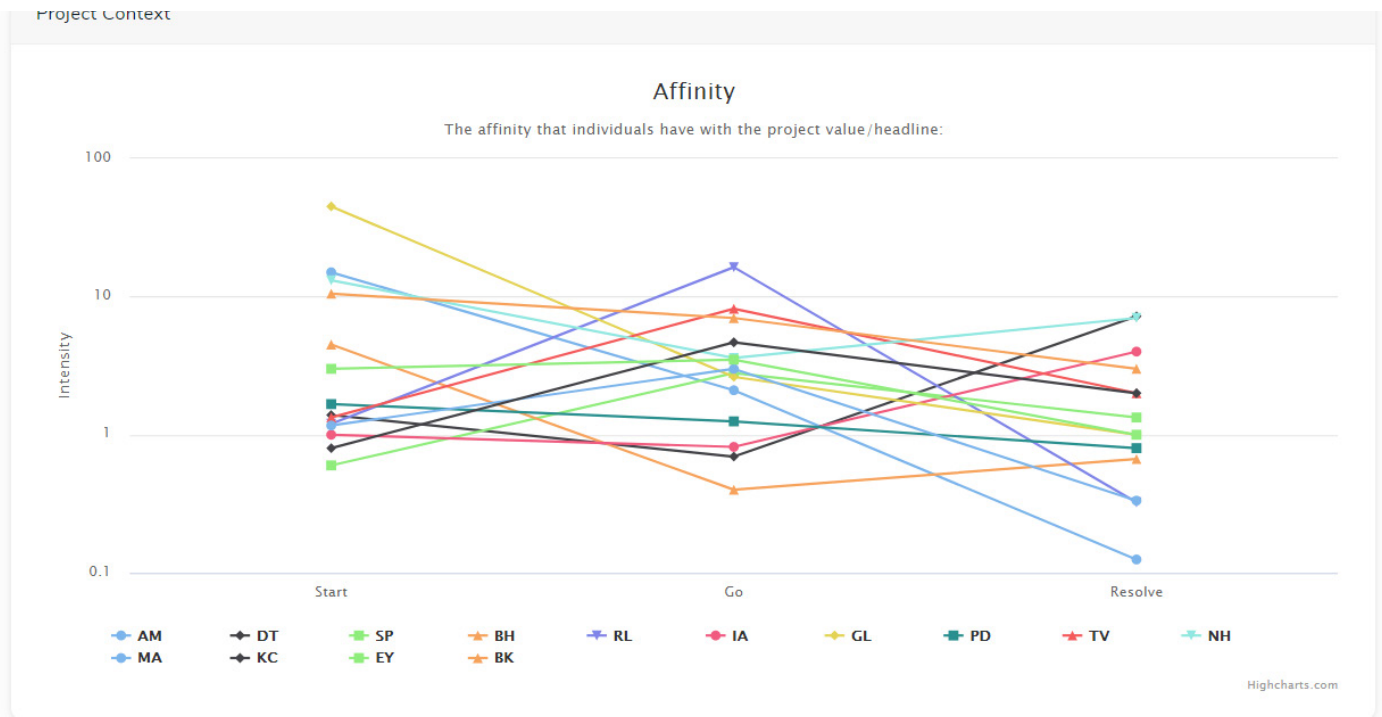
Decision Point: Re-Alignment?

The Hume system has a go/no go decision point. At this point in the process, the project sponsor determines whether to proceed

The story interactivities—in team, stakeholder and team/stakeholder dialogues—monitored by our system are pure gold for identifying and securing fresh co-creation value as the system cycles over, capturing new emergent stories and their allied contextual values.

The go/no go is a powerful tool for refining the context of the stories already under consideration.
This exercise is superb engagement substrate for the HUME.works user: it's an exercise in pure critical thinking and the sharing of 'teachable moments,' which, in turn deepens both team and individual engagement with our process.
The dimensions of this engagement process—coherence, reciprocity and mutuality—enable the co-creative flowstate.

Phase Three: Storyworld

The HUME.works system's fuel is human story and its evolution.

Our system reflects and reports changes in story values across the relevant networks—not mapped to time but to the real-life episodic fashion story evolves: time is a factor, but not determinant. Far more direct intelligence value lies in tracking—emergently, not retrospectively—a given Storyworld (set of stories) progresses and interacts, for therein lies HUME.works' uncanny ability to model 'where your story's going next.'

Our grist is ambiguity, conflict and resolution: these govern the context of actionable intelligence.

How? We compute the 'leading indicators of change' of a given storyworld: relevance, intensity, currency and salience. In the #Uncertainty work, the system identified the emergence of the high conflict value of OPPRESSION in the context of STRESS, INSECURITY and IMPACT as both the storyworld and its story values evolved.

Ultimately, the process will be entirely subject to user control: HUME.works subscribers will be able to customize the media they're interested in, how the media is processed, co-create media for communications/outreach and derive iterative strategic scenarios—all from the hidden articulations of the users' own stories.

Article	Episode	Driver: Start	Start	Driver: Go	Go	Driver: Resolution	Resolution
HX5YS41L69SW103	04	Encouragement	Negligence	Oppression	Insecurity	Stress	Uncertainty
HX5YS41L69SW104	04	Manipulation	Influence	Oppression	Distress	Organization	Priority
HX5YS41L69SW102	04	Empowerment	Contributions	Validation	Chaos	Organization	Assembly
HX5YS41L69SW91	01	Disruption	Insecurity	Oppression	Control	Stability	Progress
HX5YS41L69SW94	01	Empowerment	Contributions	Validation	Chaos	Organization	Assembly
HX5YS41L69SW90	02	Experiences	Perceptions	Environment	Condition	Tenacity	Commitment
HX5YS41L69SW92	02	Ambush	Risk	Impact	Influence	Leadership	Adjustment
HX5YS41L69SW95	02	Encouragement	Negligence	Oppression	Insecurity	Stress	Uncertainty
HX5YS41L69SW93	02	Actions	Resistance	Influence	Ambivilence	Engagement	Initiative
HX5YS41L69SW42	03	Ability	Action	Ambition	Perception	Comfort	Safety
HX5YS41L69SW63	03	Perception	Restriction	Oppression	Anguish	Relief	Advantages
HX5YS41L69SW62	03	Restrictions	Efficacy	Resentment	Frustration	Understanding	Security
HX5YS41L69SW87	03	Crisis	Resentment	Stress	Force	Confidence	Trust
HX5YS41L69SW106	03	Insecurity	Threat	Concerns	Consequences	Awareness	Scrutiny
HX5YS41L69SW107	01	Reliance	Dependency	Insecurity	Uncertainty	Confidence	Motivation
HX5YS41L69SW108	01	Effort	Procedure	Influence	Control	Leadership	Justice
HX5YS41L69SW109	01	Development	Structure	Hierarchy	Authority	Autonomy	Democracy

From this you can see the leading values driving narratives were STRESS and OPPRESSION.

The values of STRESS and OPPRESSION appeared the most in the list, emergent values we extracted from news articles written around the topic of consumer uncertainty.

Therefore, the narrative of consumer uncertainty is being driven by the values of STRESS and OPPRESSION.

These values are causing a major drive in the value of resentment. It was the highest ranked value from the media narratives analyzed.

The understanding of individual team members' trust equity to the project's values gave us the ability to align team members and roles around their trust equity towards different phases and values of the project narratives.

Each individual member had specific affinity and confidence towards project narrative and the respective values per phase.

We align team members to the phase of the project narrative based on their affinity/ confidence to the values of individual phases of the project narrative.

This alignment allowed us as a team to understand when and who to rely on in different phases of our

ACTUAL project narrative as it unfolds.
Having done the analysis, we then began writing the white paper with its findings shaped around the leading indicators of change in the narrative of consumer uncertainty.

The members that were more aligned to CONFUSION spent time generating and interpreting data for the white paper.
The members who were more aligned to PARTICIPATION spent time writing and designing the white paper branding.

And the members who were more aligned to PROCEDURE created the process to be followed to write the white paper, in an ongoing emergent context.

This enabled us to examine the values found in our project narrative alongside the ones found in the media narratives for correlation, comparison and context.

We're providing the emergent, actionable intelligence to scale a community conversation about what really matters about #uncertainty: the 'meta-narrative' of linked 'teachable moments' that informs—adaptively and shareably—what's really going on.

HUME. WORKS

Learn more
Want to see us in action? Click here to book a free demo.

Resources
>> https://aeon.co/essays/the-self-is-not-singular-but-a-fluid-network-of-identities
>> https://globalnews.ca/news/7863137/workplace-resignation-boom-why/
>> https://blogs-smartsavvy-com.cdn.ampproject.org/c/s/blogs.smartsavvy.com/how-to-humanize-work-relationships?hs_amp=true
>> https://seths.blog/2021/05/selling-hours/
>> https://thefinanser.com/2021/05/you-are-just-a-human.html/

In our next white paper...
we'll examine the discoveries we made around #UNCERTAINTY and its impact on the three dimensions of co-creation: **1/ coherence 2/ reciprocity 3/ mutuality.** We have identified a pattern language in how teams align and achieve scaleable co-creative flowstate; we believe this pattern language, mediated by machine learning and 1;1 attribution via blockchain, represents a groundbreaking new industry:
The culture of co-creation across an entire organization and its audiences/markets.